



"Your Partners in Health"

The Southern NEWSLETTER

OCTOBER 2020

Methodology – The Strategic Planning Process

The Strategic Plan for the SWRHA 2020-2023 was developed within a contextual framework, The Strategic Plan for the Ministry of Health, as well as the requirements of internal and external stakeholders while encompassing the core components of a Health Care System.

Figure 1: Core Components of a Health Care System



The process was driven primarily by engaging both internal and external stakeholders in consultations. These included, but were not limited to, members of the Executive team as well as numerous employees and clients who are seen. Their perspectives and ideas were used to formulate our operational analysis, approaches and proposed implementation, ensuring both support and buy-in from all involved.

Available data from both national and regional levels were obtained through the Ministry of Health and SWRHA's internal units to provide the platform for evidence-based development of the strategic plan, though this is currently limited in nature. These were reviewed during the consultation process to allow for informed conclusions, decisions and proposals to create a strategic plan that was both progressive and practical.

SWRHA STRATEGIC PLAN 2020-2023

Our Facilities

- 2 Hospitals
 - San Fernando General Hospital and its extension, San Fernando Teaching Hospital
 - Area Hospital Point Forts
- 3 District Health Facilities
 - Crova
 - Princes Town
 - Sparia
- 31 Health Centres
 - Crova
 - Claxton Bay
 - Em
 - Williamsville
 - Chatham



TRANSFORMATION
FOR
EXCELLENCE

SWRHA
Strategic Plan
2020-2023

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SWRHA's

Strategic Plan 2020-2023

The South-West Regional Health Authority has a new Strategic Plan. The Plan approved by the Board of Directors in January outlines the SWRHA's strategic priorities, goals and objectives for the next three years. Under the theme Transformation for Excellence, the SWRHA will achieve shared value through strategic leadership and social innovation, innovative value through our sustainable services and productive synergies through a more efficient use of resources.

Guiding the Path to Excellence

The new Strategic Plan highlights eight values which will provide organisational direction, guide organisational strategies and reflect achievements at the SWRHA. These underlying values guiding the SWRHA's Transformation to Excellence are:



Integrity

Excellence

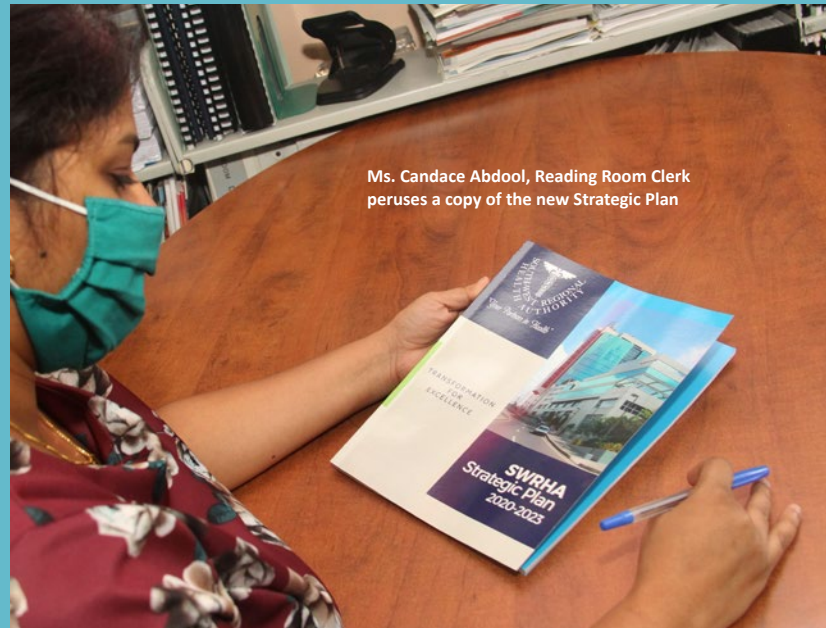
Compassionate Care

Teamwork

Respect

Organisational Learning

Accountability & Innovation



Ms. Candace Abdool, Reading Room Clerk peruses a copy of the new Strategic Plan

New Vision & Mission

The SWRHA is moving forward with new vision and mission statements. These redefined statements reflect the organisation's future objectives, business, services and clients.

Vision

The South-West Regional Health Authority will become a leading provider of compassionate, cost effective, premium quality health care services.

Mission

The South-West Regional Health Authority is in the business of promoting wellness and providing compassionate, cost-effective, customer-focused health care to the people of the south west region within the guidelines of the national policy and ensuring our staff a productive and rewarding environment.



Transforming the SWRHA

The Strategic Plan is underpinned by six goals and 71 objectives, all geared toward transforming the SWRHA.

1. Improve the patient/client experience and outcomes, throughout the SWRHA, including secondary/tertiary clinical care excellence

- ★ Improve AED experience, with reduction of waiting time and overcrowding
- ★ Improve Out Patient Clinic experience with reduction of waiting time
- ★ Reduction of waiting time for Laboratory and Radiological tests and results

2. Decrease clinical and corporate risk throughout the SWRHA by improved governance.

- ★ Attain and sustain Healthcare Accreditation Standards
- ★ Ensure reliable supply of utility services to all Health Facilities

- ★ Ensure adherence to protocols during the full spectrum of all clinical procedures
3. Improve Primary Healthcare, including Mental Health
 - ★ Increase immunization uptake
 - ★ Improve Mental Health awareness, screening and intervention in Primary Health Care
 - ★ Incorporation of school programmes in each community
 4. Improve HSE and staff satisfaction
 - ★ Ensure improved delivery of services in HR with decreased turnaround time
 - ★ Establish and sustain a Reward and Recognition Programme
 - ★ Develop staff health and wellness clinics in all health centres

5. Reduce wastage and improve efficiency

- ★ Reduce pilferage throughout the Authority
- ★ Reduce absenteeism and improve Punctuality and Accountability
- ★ Reduce the level of silo management - improve inter and intra departmental communication

6. Adopt ICT as a critical success factor

- ★ Stabilise existing ICT platform, with adequate backup for server and all dependent processes
- ★ Improve communication mechanisms
- ★ Use of real-time data as a mechanism for strategic and clinical decision making



Healthcare Heroes

at Couva Multi-Training Facility

In an agreement with the Ministry of Health, the SWRHA redeployed nurses to meet the demands of the healthcare facilities directly involved in treating COVID-19 positive patients. Several Registered Nurses at the Couva Multi-Training Facility shared their thoughts on working on the frontline.

"Our roles in this war might differ but it requires every single resident to play their part in suppressing this virus. I am honoured to serve my country, Trinidad and Tobago on the front lines of this pandemic. We will defeat this enemy together." **Randolph Aaron**

"Sometimes we are tested, not to show our weakness but to discover our strengths. I am proud to be serving my country as a frontline worker to help fight this pandemic we are facing. It is an opportunity given to me and I will embrace it with a positive mind." **Renee Ali**

"Being on the frontline in this pandemic, I am encouraged by the support of my family and the cohesiveness, empathy and care I experience among my peers. It is this silver lining that gives me the drive to carry on in my duties. Proud to be an RN at this time." **Celeste Brandon-John**

"I am honoured and hold pride to serve as a frontline worker during

this pandemic. My patients, some whom are facing the most challenging health crisis in their lives, have shown so much appreciation and gratitude for the care we deliver. They are my constant motivation and drive." **Tammie Mahabir-Gayadeen**

"Nursing is my vocation and serving others is my passion." **Joanne Baptiste-Victor**

"I must say that it is indeed an honour and a great privilege to rise to the occasion in caring for our most vulnerable population at this time. I am motivated by: 1. I am only one; but still I am one. I cannot do everything, but still I can do something. And because I cannot do everything, I will not refuse to do something that I can do. E.E. Hale 2. For with God nothing shall be impossible. Luke 1:37" **Rachel Mohammed**

"...As I look amongst my peers, I realize we are all here in this together and it gives me hope. I understand these are unprecedented times and it can be really tough remaining positive

either consciously or subconsciously but I remember the patients and providing the best possible outcome for them is the reason I am a nurse today... This is my driving force to continue forward." **Shinelle Sealey**

"For me, working on the frontline is a noble feeling. Being able to bring comfort, care, joy and satisfaction to ailing individuals is delightful. I thank God everyday for the grace to function in this time." **Darcelle Edwards**

"My strength relies on 1 Peter 5:7 Cast all your anxiety on him because He cares for you. My motivation through it all has been to see the sick recover and heal. The common driving force that my comrades all display to fight this pandemic has also motivated me. The challenges will continue on a day to day basis but I believe that given the circumstances my dedication to serve God and mankind should be with love and humility. We will overcome." **Alana Swann**



Thank You Medical Orderlies

Medical Orderlies assigned to the San Fernando General and Teaching Hospital with Ms. Kathleen Delpesh, Supervisor of Attendants (4th from L) and Mrs. Rosalie Hackett, Assistant Manager, Hospital Administration (R)

The Hospital Administration Department in collaboration with Supervisor of Attendants distributed hearty healthy meals prepared by the Nutrition and Dietetics Department and Thank You Cards from the CEO with words of appreciation, to Medical Orderlies at the San Fernando General and Teaching Hospital in recognition of their dedication to the delivery of healthcare services on International Day of Medical Transporters.

PRE-COVID, December 2019, - Ms. Gail Dass, Program Coordinator(C) and Registered Nurses at the start of training

Operating Theatre In-house Nursing Programme



Seven Registered Nurses successfully completed the Operating Theatre In-House Nursing Programme. Nurses graduated from the programme, which started in December 2019, but was postponed due to COVID-19 then continued in July 2020 with an ease in restrictions. The programme equipped nurses with specialised knowledge and skills enabling them to provide optimal care to the clients assessing theatre services at the San Fernando General and Teaching Hospital.

Congrats!

SWRHA

Achievements

Transformation to Excellence



The delivery of several projects geared towards improving patient comfort and enhancing the quality of healthcare services at secondary and primary care facilities throughout the south west region is a testament to the SWRHA's continued commitment to transform to excellence.

- Implementation of the approved of Nutrition and Dietetics Policy and Standard Operating Procedures Manual
- Installation and commissioning of new

freezers and chillers at Main Kitchen, SFGH

- Reintroduction of Specialist Obstetrics services in Primary Health Care. Clients can now receive ultrasound services during visits to the Health Centre
- Assignment of SMOs in the District Health Facilities. This initiative ensures teaching opportunities for junior doctors and will guide the clinical pathways
- Replacement of the roof at the building housing

the Psychiatric and Oncology Departments

- New Lamaze Studio at the San Fernando Teaching Hospital
- Completion of refurbishment works in Dental Services
- Implementation of a Paediatric Filter Clinic in Emergency Department. This initiative reduced paediatric admissions by over 50% and had 100% excellent customer satisfaction rating



WE ARE SWRHA

NAVIDA BACHAN
RESEARCH COORDINATOR (AG)



The Routledge/Round Table Commonwealth Studentship Awards provide support for research projects on Commonwealth related themes. Ms. Navida Bachan, from the Policy Planning and Research Department who is pursuing studies at UWI St. Augustine was awarded the PhD Studentship for Commonwealth students in countries outside the United Kingdom.

How do you view your job at SWRHA?

I work with the Research Unit of the Policy, Planning and Research Department as Research Coordinator (Ag). Without a doubt, my role has been an enjoyable and enlightening one because I have been able to put my research knowledge into practice to advance the research capacity and output of the Authority – and I have much more planned ahead! Additionally, the SWRHA has historically been very supportive of my academic pursuits and as such I am able to balance both my professional and academic interests. Indeed, I am immensely grateful to our human resource colleagues who are advocates for the professional development of employees, and to the Authority's leadership who are able to see the symbiotic relationship between the Authority's organisational growth (through our employees / citizens) and national development.

How do you feel about receiving this prestigious award?

I'm grateful because the award allows me to explore the health systems issues I am passionate about, and I am thrilled that a UWI student won this award. As an institution, The UWI has contributed immensely towards the development of the Caribbean

and our people. So I am heartened to have added (in whatever little way) to their international reputation. They deserve it!

Having been given this opportunity, what impact do you believe this will have on your education?

In the short term, the award will be used for my postgraduate studies. In the long term, I know I will continue my education in Health Policy and Systems Development. Ultimately, I hope that I am afforded the opportunity to make positive changes towards strengthening our health system.

With the knowledge you have gained and your work at the SWRHA, how do you envision to positively impact healthcare?

My work at the SWRHA and at the Ministry of Health previously, has allowed me insights into how our health system functions both at the policy level and at the operational level. These insights have greatly influenced my academic pursuits. Hence, my research focuses on health system governance and its impact on health system performance. My aim is to identify legislative and systemic measures that can be applied to the T&T system which would allow for strengthening of our health system such that healthcare enhances equitably for all patients.



Invest in your Mental Health

World Mental Health Day, October 10th, was celebrated at a time when our lives were changed as a result of the COVID-19 pandemic. In keeping with this year's theme *Move for mental health: let's invest*, now more than ever we need to spend time investing in our mental health. Here are some WHO and CDC mental health tips.

- ★ Social contact is important. If your movements are restricted, keep in regular contact with people close to you by telephone and online channels
- ★ Maintain familiar routines as much as possible, or create new ones, especially if you must stay at home.
- ★ Keep informed. Listen to advice and recommendations from the Ministry of Health.
- ★ Take care of your body - Try to eat healthy well-balanced meals, exercise regularly, and get plenty of sleep. Avoid alcohol, tobacco, and other drugs.
- ★ Avoid too much exposure to news - Take breaks from watching, reading, or listening to news stories.

NOVEMBER

14th - World Diabetes Day

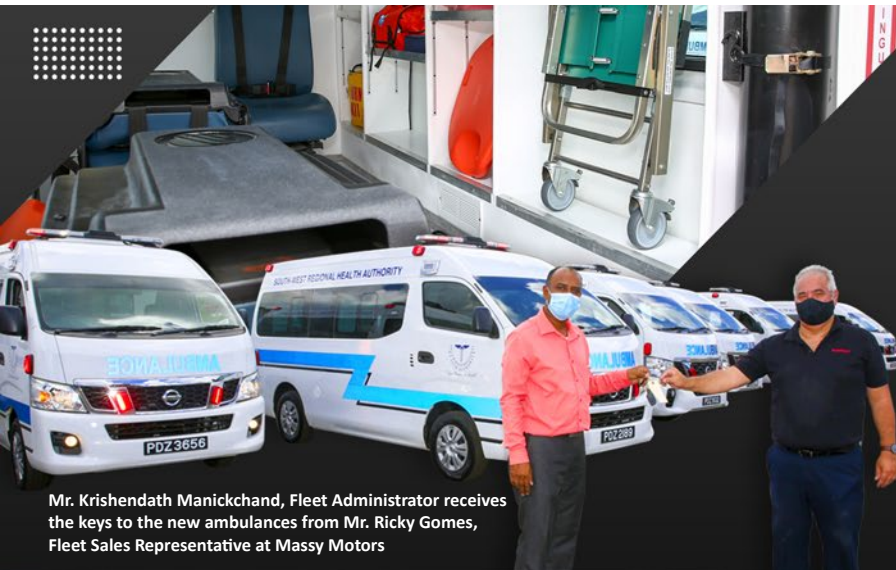
25th - International Day for Elimination of Violence

DECEMBER

1st - World AIDS Day

12th - Universal Health Day

UPCOMING
HEALTH
OBSERVANCES



Mr. Krishendath Manickchand, Fleet Administrator receives the keys to the new ambulances from Mr. Ricky Gomes, Fleet Sales Representative at Massy Motors

Expanding SWRHA's Fleet

On August 4th, 2020 the keys to ten new ambulances were officially handed to Mr. Krishendath Manickchand, Fleet Administrator of SWRHA by Mr. Ricky Gomes, Fleet Sales Representative at Massy Motors. In an act of goodwill, the SWRHA also loaned three of the new ambulances to the NCRHA. The acquisition of these new ambulances will greatly improve the emergency response time within the SWRHA.

Caring for Mothers and Angels at NICU

September is recognised as Neonatal Intensive Care Awareness Month. At the Neonatal Intensive Care Unit at the San Fernando General Hospital, the Mothers of Angels Foundation has been partnering with staff to present beautifully crafted footprints cards to comfort mothers who unfortunately experience loss. Mothers and babies are also gifted with small blanket-designed dolls that help soothe babies and aid in fostering mother and baby bonds.

The Foundation's Founder Ms. Tamara Yuklin Fook, stated that one of our main goals is to assist in enhancing the NICU experience for parents and babies alike." On the Foundation's Facebook page she extended thanks to the SWRHA and the NICU Department for "acknowledging the importance of the bond between mother and baby."





Ensuring Helipad Safety

Staff completed a Helicopter Landing Officer Training course at the HHSL Safety Systems Limited, Point Lisas Industrial Estate. This training was initialised by the Training and Development Unit, Human

Resources Department and Mr. Keston Joseph, Disaster Coordinator to increase the SWRHA's internal ability to direct and achieve proper safety responses at our SFGH and new Point Fortin Hospital helipads.

Above:
Ms. Keston Joseph (R) Disaster Coordinator with members of staff during their training course at Point Lisas



Newly inducted Safety Wardens at the New Point Fortin Hospital

Safety Wardens inducted at the New Point Fortin Hospital

Forty-seven Safety Wardens were inducted to the new Point Fortin Hospital on October 13th and 15th, 2020. The orientation training was conducted by Mr. Keston Joseph, Disaster Coordinator and Mr. Bisham Gobin, Health Safety and Environment Technician assigned to the Disaster Coordination Unit. As part of the SWRHA's strategic objectives the training aimed to decrease clinical and corporate risk throughout the SWRHA by improved governance and improve HSE and staff satisfaction by ensuring OSH compliance.



Get Your Flu Vaccine Today

The Ministry of Health began providing the new 2021 Influenza vaccine in September 2020. Persons who are at highest risk include pregnant women, persons suffering from Non Communicable Diseases- NCDs, healthcare workers, persons with compromised immune systems and adults 60 years and over. The vaccine is available at all Health Centres, however it is available at the following health centres in the **SWRHA** from **Monday to Friday 8:00 am to 4:00 p.m.**

Claxton Bay Health Centre

Freeport Health Centre

Couva District Health Facility

La Brea Health Centre

South Oropouche Health Centre

Palo Seco Health Centre

Point Fortin Health Centre

Roy Joseph Health Centre

Ste. Madeleine Health Centre

Williamsville Health Centre

Encouraged to Vaccinate



Pregnant women are part of the group of persons who are at highest risk of getting ill from the flu. Dr. Colin Jaggernauth, Head of Obstetrics and Gynaecology and nursing staff encourage clients at the start of the Antenatal Clinic at Level 4 San Fernando Teaching Hospital to get the new 2021 Influenza vaccine.



On October 22nd, 2020 SWRHA staff members joined to the trending Jerusalem dance in tribute to the dedication, hard work and commitment of our healthcare colleagues throughout the south west region who continue to stay positive while providing care during the COVID-19 pandemic.

STAFF COMMENDATIONS



"I'm writing this to extend a heartfelt thanks to everyone that facilitated and supported us at the Debe UWI Campus upon our return to Trinidad and Tobago. In short, the nurses that took care of us were second to none. ... I would sincerely like to thank each and everyone involved, knowing and understanding that they themselves had to be away from their families and loved ones... From the grounds men, nursing staff, quality officers and caterers, even the Trinidad and Tobago Defence Force, I say thank you to all. Your efforts were truly appreciated and I hope going forward that they're no longer ignored or overlooked but rather celebrated...! I LOVE & RESPECT YOU ALL.

Craig A.N. Seales



"I just want to say how grateful I am for all the times you all made it your duty to enquire about our comfort... The staff, from doctors to custodians [at the Home of Football, Couva] were so professional. We were treated with integrity every time. Even our meals were hot or warm... they were always nutritious and never lacked a pinch of love. Even though we were away from our families your slogan "One step closer to home" is a lie. It's more like "Home away from Home"... The nurses and others away from their families, they never made you feel like a burden always available at your call. I am forever grateful.

Joanne Spencer and Jameela James



Ms. Kathleen Delpesh, General Supervisor of Medical Orderlies presents appreciation lunches to Medical Orderlies



📍 Independence Avenue, San Fernando

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